

## Third Annual Report : 1999-2000



सिद्धिपूर्वं प्रबन्धनम्  
IIM INDORE

**INDIAN INSTITUTE OF MANAGEMENT INDORE**

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## FROM THE DIRECTOR

1999-2000 was an eventful year as it marked the arrival of the Institute in the corporate world. It was a year when the Institute took small but determined steps to make its presence felt at the national level.

It was a year which was marked by (a) the graduation of the first batch of PGP and (b) the placement of our graduating batch in the corporate world. As per the several independent reports published in the press and appearing in the television channels, the quality of placements was comparable to other IIMs. The latest Business Today report puts us among the top 5 management schools from the point of view of Placement.



### New Faculty

During the year, 7 new faculty members joined the Institute. They come to us with diverse backgrounds both in terms of qualifications and experience. The total number of faculty today is 15. One year before it was just 8. In other words, there has been almost 100 per cent increase in our faculty size.

### Post-Graduate Programme

We took up the matter of equivalence of our Post-Graduate Diploma to Master's Degree programme in Business Administration with the Association of Indian Universities (AIU). The AIU team, which included Prof. T.N. Kapoor, former Vice Chancellor, Punjab University and Prof. M.Y. Qadri, Vice Chancellor, Kashmir University, visited the Institute on May 1, 2000.

### Admissions

The number of students appearing for the interviews and finally registering has gone up over the last couple of years as shown in the table below:

| Year      | Called for Interviews | Attended Interviews | Final Registration |
|-----------|-----------------------|---------------------|--------------------|
| 1998-1999 | 760                   | 340                 | 38                 |
| 1999-2000 | 760                   | 398                 | 35                 |
| 2000-2001 | 760                   | 530                 | 43                 |

## **Achievements**

1999-2000 was also a year marked by students and faculty achievements. Our students won trophies in several competitions. Some of the more prominent ones were the following:

1. Business Standard Sponsored Best Business School Award at the World Strategy Forum held in Mumbai in October 1999.
2. National Paper Writing Competition conducted by Kirloskar Institute of Advanced Management Studies in September-October 1999 for management students across the country.

Students organized a blood donation camp at which students, faculty, and staff participated in large numbers.

The faculty was also in the news. Dr. Abhijit Gangopadhyay has been selected as the National Expert for India to carry out study for the APO Survey on Mismatch in Labour Market by the Asian Productivity Organization. He will be representing India at the APO Coordination Meeting from July 11 to 13, 2000 in Seoul, Republic of Korea. Dr. Biswajeet Pattanayak has been awarded the Fellowship of All India Management Association for his contribution to professional management development. Dr. Pattanayak will also be presenting a paper on Role Stress in Indian Industries: Work Life Dynamics at the XXVII International Congress of Psychology in Sweden in July. I was awarded the title of "Fellow of the Institute of Management Consultants of India" by IMCI in recognition of my contribution for the development of management consultancy profession. I have also been nominated by All India Council for Technical Education to the All India Board of Management Studies, Delhi which is a statutory body under the AICTE Act.

## **Industry Support**

Industry support came to the Institute through several ways – scholarships, gold medal, industry internship and placement of students, incompany training programmes, and research based consulting assignments.

## **New Initiatives**

An e-commerce lab was set up at the Institute under the expert guidance of Prof. Nitin Agarwal.

We also took steps towards launching of the Executive Education Programme both online and offline for which a survey was conducted with a limited number of executives and corporates. Steps have also been taken to set up an Incubation Centre at the Institute. The Institute also successfully conducted incompany training programmes for JP Cement and PMS India Limited.

### Visitors

Mr. I.G. Patel, Chairman, IIMA Board of Governors and former Governor of RBI; Dr. Dharni Incha, currently Chairman of All India Board of Management; Mr. K.K. Unni, Vice Chairman, grEvo India Ltd.; and Mr. Nasser Munjee, Managing Director, Infrastructure Development Finance Co., Ltd. were some of the important visitors to the Institute.

### Networking

The Institute has taken the memberships of Association of Indian Management Schools and Association of Management Development Institutions in South Asia (AMDISA). It has also taken the membership of CII and Indore Management Association which it actively supports. Steps were taken to initiate a dialogue with INSEAD, Columbia University and University of California at Berkeley as also Babson College for academic collaboration for our existing PGP and some of the new programmes that we want to initiate like the Distance Learning Programme, Entrepreneurship Development Programme, and the Fellowship Programme (Doctoral).

### Campus

On the issue of land, we have obtained the clear title and possession of 187.55 acres. We have also been given advance possession of the balance 5.55 acres. Papers for this will be given to us soon after shifting the T.B. patients. Arrangements are being made by the State Government to temporarily shift them to the District T.B. hospital and part of ESIS hospital. After my meeting with the Honourable Chief Minister and the Honourable Mayor of Indore, the controversy on the shifting of T.B. patients has now come to an end. The State Government has already started the work for construction of the new T.B. Sanatorium on a 20-acre land in Rau. The local newspaper reports and my interaction with the District Administration reveal that work is in progress for shifting of all the T.B. patients and staff from our site. As soon as this is done, the balance 5.55 acres land title will be given to us.

We have completed the pre-construction activity, viz., survey and contouring, etc. and have finalized the appointment of architects and consultants. The architects and consultants for the construction of the IIMI campus are M/s. Suresh Goel & Associates, Delhi. We are now in the process of developing a note for the Cabinet for enhancing the budgetary allocation for the campus construction.

### The Road Ahead

Thus, looking back at the year 1999-2000, I feel that the Institute has certainly broken the barriers and is today recognized as an emerging national institution of excellence in management education, research, training, and consulting. But the road ahead is indeed very challenging. It still continues to be marked by several obstacles. The momentum of change demands efforts and response at the speed of light. It demands generation of creative alternatives for solving the problems of growth and development. New paradigms on the delivery of management education is also today one of the biggest challenges that we at IIM Indore are continuously trying to understand and use for improving quality of our PGP. At the same time we have to continuously work towards improving the quality of our PGP which will be one

of the main educational products of this Institute that will create a distinctive identity for the Institute in the world of management education. We have to benchmark our programmes – PGP, Fellowship (to be launched), management development programmes, and other future programmes – with the best worldwide. One of the key issues that we will have to respond to is on our identity in the world of management education. What is that we would like to be known for? Will it be one of the functional areas of management or will it be services management or areas like strategic management, consulting, knowledge management, or global management? Our vision is to be a leader among world class management institutions impacting organizations and society through innovative excellence inspiring pride in the stakeholders. And our mission is: Keeping the above in mind and striving towards developing technology savvy, globally oriented managers, business leaders, and entrepreneurs. The road ahead clearly gives us the agenda that we need to pursue, viz., (a) Invest significant funds in acquisition of knowledge resources and technology resources from the global market. We plan to annually invest close to about 25 per cent of our funds in these two areas. Maybe, we may think of increasing it over a period of time to almost about 1/3<sup>rd</sup> of our budgeted revenues. (b) Identify the best of the international business schools like INSEAD, Columbia, Babson College, Berkeley, and Harvard for international linkages. (c) Go international through recruitment of foreign students to the PGP and Fellowship Programmes, invite international faculty either on sabbatical or short contracts, offer online executive education programme to executives in global markets and work with other IIMs to set up an offshore campus in one of the Asian countries. (d) Attract and invite some of the best professionals in academia and industry to be a part of the Institute's core faculty team. (e) Accelerate the process of campus development with the target to be in our own campus at the start of the academic year 2002. (f) Make the IIM-I a place to be loved and an exciting place for study and work.

Hence as we move along on our journey to be the top business school in India and to be among the top 20 business schools in the Asia Pacific, we have to hasten the process of decision making and implementation at all levels. We have to ensure that we do not miss the bus

### **Acknowledgement**

I would like to express my gratitude to the Government of India, especially to the Education Secretary; Special Secretary, Ministry of HRD; the Government of Madhya Pradesh, especially the Honourable Chief Minister and the District Administration; Chairman and Member Secretary, AICTE; the members of the Board of Governors and Society; and my colleagues on the faculty and staff for lending their cooperation and support to me. I also wish to thank industry and the Press for their help during the year.

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## POST GRADUATE PROGRAMME

Thirty seven students registered for the 1999-2001 batch of the Post Graduate Programme in Management. A similar number was promoted to the second year of the programme. All 17 students satisfactorily completed the academic requirements and graduated from the Institute.

### Orientation Programme

The orientation programme for the new batch of students was held from June 23 to 25, 1999. Welcoming the students, the Director and PGP Chairperson highlighted the nature of management education at IIMs, the distinctive nature of IIMI's experiential learning (EL) component and modular approach woven in the curriculum and the demands on and expectations from the students. Similarly, Mr. Sunil Handa, CMD, Core Emballage, urged the students to read, for he found much of what is taught at IIMs to be highly useful for corporate functioning. Several sessions on case preparation and case discussion were also held, which the students found invaluable, considering case method to be a dominant teaching pedagogy at IIMI. Finally, the students were given a tour of the various facilities, specially computing and library.

The *re-orientation programme* for the second year students was essentially aimed to harmonise the learning of the students from their summer placements with classroom learning. This was done by the faculty critiquing the summer project presentation of the students.

### Highlight of Activities

In two respects, IIMI's academic programme is distinct from the programmes of other management institutions in the country. The first relates to *modular approach*. The basic premise of the modular approach is that organisations are built around a set of inter-woven activities of acquisition of resources, conversion of resources to marketable products and services, in the process serving a host of their stakeholders. The modular approach is built around a combination of functional approaches, value chain activities and shareholders' perspectives through various carefully designed and inter-linked modules. It also facilitates collaborative effort among faculty as they teach in teams. The second uniqueness is *experiential learning (EL)*. Spread across the entire two-year curriculum, EL has three components: industrial training in the first year, summer training on the completion of first year and organisational project in the second year. The objective is to provide early real life exposure to organisations and to enrich the learning experience through simultaneous inputs from theory and practice.

### Curriculum

The first year package consisted of 35 modules, spread over three terms, having 103 credit units. All modules were compulsory. For every 6 sessions, one credit is assigned to a module. While a course may consist of several modules of varying credits, typically a 4-credit module consists of 24 sessions. In the second year, participants were allowed to take a minimum of 61 credits and a maximum of 65 credits. The package consisted of 4 compulsory courses of 21 credits; remaining credit requirements were fulfilled from across 35 electives and Courses of Independent Study (CIS).



## **Annual Convocation**

The first Annual Convocation was held on April 1, 2000, at which 37 students were awarded the Post-Graduate Diploma in Management. Mr. M.S. Verma, Chairman, Telecom Regulatory Authority of India, delivered the Convocation address. In his Convocation address "Management in the New Millennium", Mr. Verma said that the new millennium would be characterised by an explosion of information covering almost every aspect of the world. The most successful managers of the future would be those who could gainfully manage the mass of information and put that to the best advantage of their organizations. He said that the pace of change would be phenomenal in the coming decade and extraordinary leadership would be required to manage this change. But he cautioned that leadership "bereft of right values and ... ethics will never bring in long term success".

Mr. Satish Kumar was awarded the "Indian Institute of Management Indore Medal for Scholastic Performance" at the Convocation.

Mr. Satish Kumar was also awarded Eicher Gold Medal and a cash prize of Rs. 5,000 for All Round Best Performance.

Mr. Abhinav Goel, Mr. Anil Nahata, Mr. Punit Anand and Mr. Satish Kumar each received Merit Scholarships of Rs. 25,000 for academic performance in the first year instituted by Eicher and PMS India.

## **Achievements by Students**

At the World Strategy Forum held in Mumbai in October 1999 our students won the Business Standard sponsored Best Business School award. This award was based on the results of five different contests, i.e., Research Paper, Presentation, Placement Brochure, Student Management and B-School Stall out of which IIMI won in 3 categories. The Institute was represented by Satish Kumar, Anil Nahata, Shivam Sharma, Dipika Soni, Sriramprasad D., and Syam V

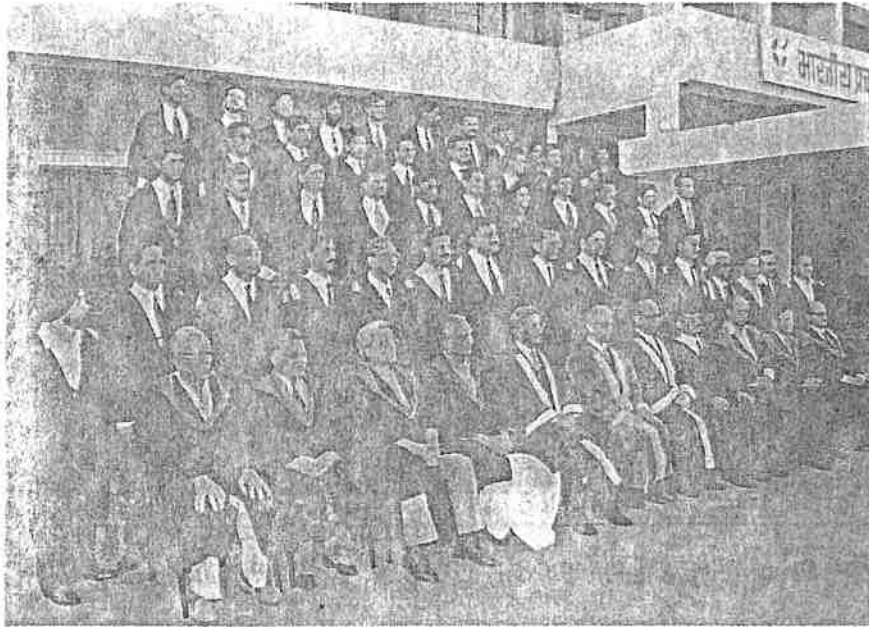
Our students also won the National Paper Writing Competition conducted by Kirloskar Institute of Advanced Management Studies in September-October 1999 for management students across the country. There were 180 entries. The paper titled Managerial Challenges in the New Millennium by Zeena D'Souza Charles, V.Sharat, and Amit Thakker was judged the best.

## **The New Batch (2000-2002)**

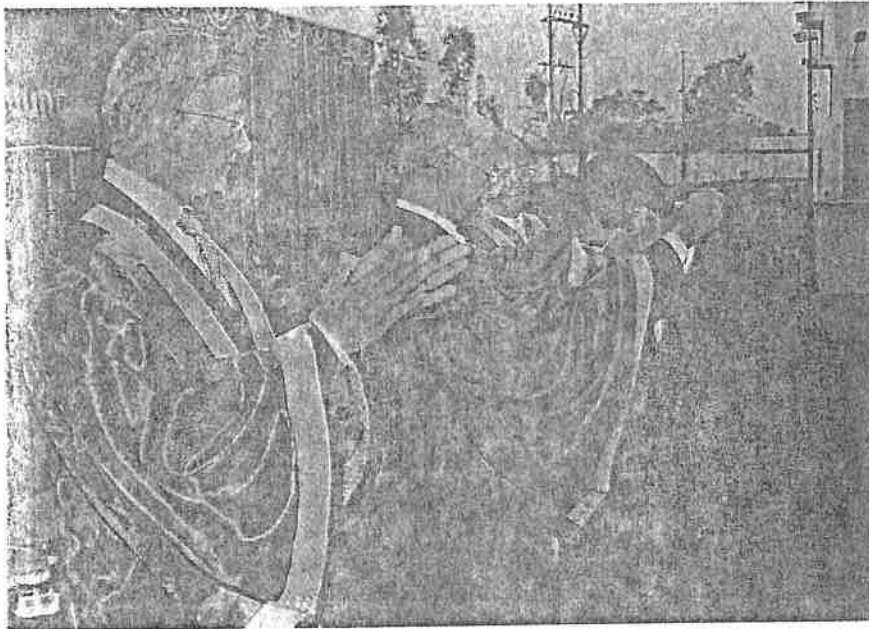
Forty three students registered for the 2000-2002 batch of the Programme. The Programme was inaugurated by Mr. Pradeep Kar, Chairman & Managing Director of Microland on June 23, 2000. Mr. Kar talked about the challenges and opportunities that entrepreneurship holds for young managers. He also talked about the opportunities that exist today and in the times to come in the IT and Dotcom sectors. Recounting his own experience, he urged the students not to miss any opportunity at the Institute to learn and prepare for a professional career.

## First Annual Convocation

April 1, 2000



*The Graduating Batch with the Chief Guest, Chairman, and Board and Society Members.*



*Chief Guest, Mr. M.S. Verma, Chairman, Telecom Regulatory Authority of India presenting the IIMI Medal for Scholastic Performance to Mr. Satish Kumar.*



*A Graduating Student receiving Diploma from Mr. B.N. Kalyani, Chairman, Board of Gover*

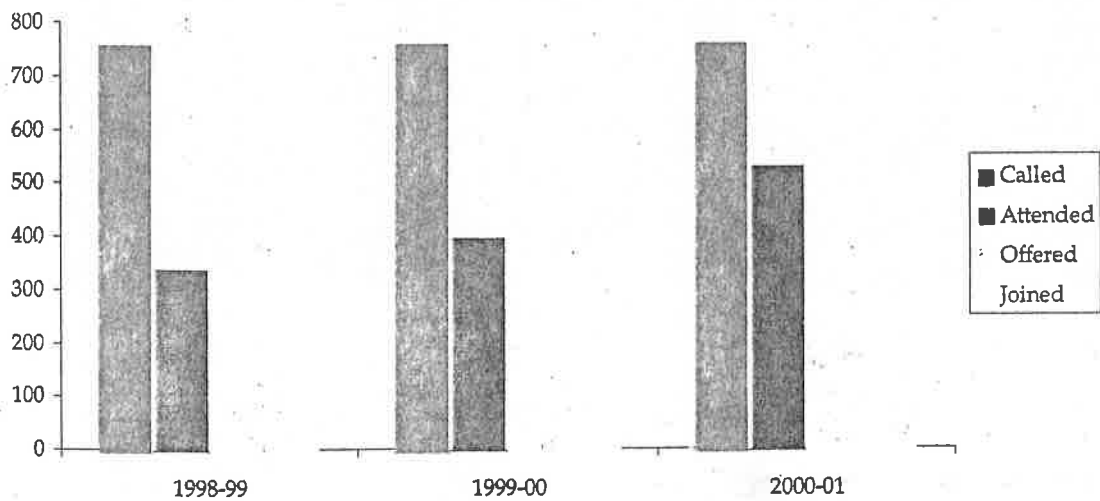


*Mr. M.S. Verma delivering the Convocation Address.*

## ADMISSION

Given the relatively low attendance for interviews in the previous two years, special efforts were made to improve the attendance. As a result of these efforts and other efforts made by the institute, and the perception of the institute after its first batch graduated, turnout at the GD/ Interviews improved significantly to almost 70%. Figures for this year and previous years are given in the table below:

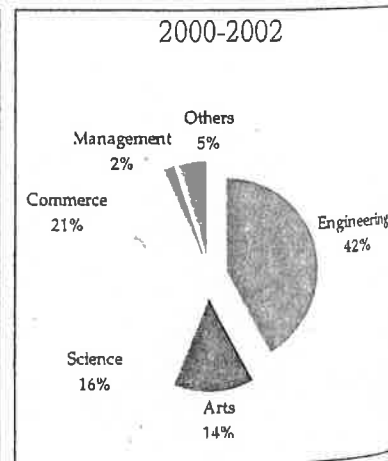
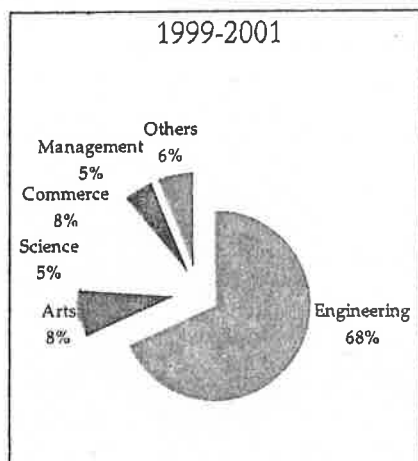
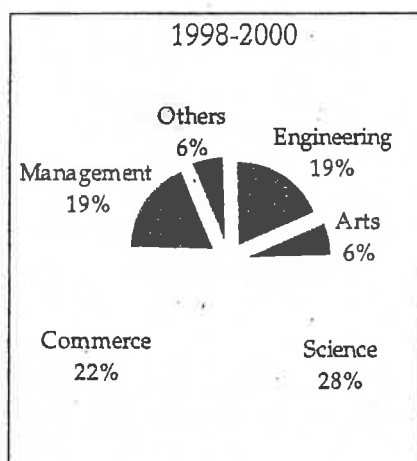
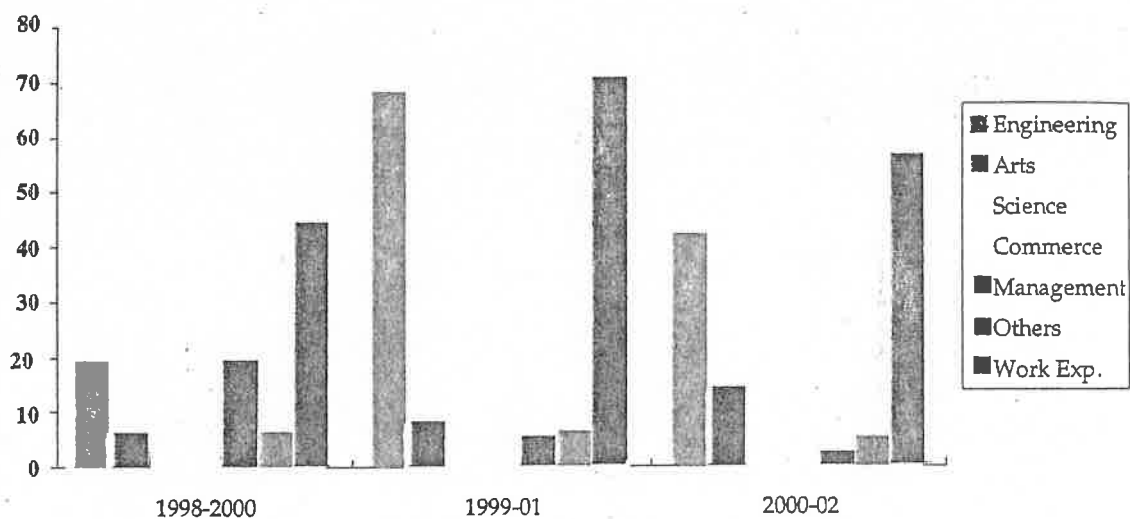
| Year      |    | No. of Students       |                      |                    |                |
|-----------|----|-----------------------|----------------------|--------------------|----------------|
|           |    | Total Seats Interview | Called for Interview | Attended Admission | Offered Joined |
| 1998-1999 | 60 | 760                   | 340 (44.7%)          | 183                | 38             |
| 1999-2000 | 60 | 760                   | 398 (52.4%)          | 252                | 35             |
| 2000-2001 | 60 | 760                   | 530 (69.7%)          | 316                | 43             |



The profiles of the three batches of students are given below:

(in percentage)

| Background                                 | 1998-2000 | 1999-2001 | 2000-2002 |
|--|-----------|-----------|-----------|
| Engineering                                | 19        | 68        | 42        |
| Arts                                       | 06        | 08        | 14        |
| Science                                    | 28        | 05        | 16        |
| Commerce                                   | 22        | 08        | 21        |
| Management                                 | 19        | 05        | 02        |
| Others                                     | 06        | 06        | 05        |
| With Work Experience<br>(of over one year) | 44        | 70        | 56        |



## PLACEMENT - 2000

### Final Placement

Campus placement -2000 held during February 17-19, 2000 was a runaway success. In all 7 companies had shown interest out of which 32 companies participated. Five companies had to be requested not to visit the campus on the third day because most of the students were already placed by the end of the second day itself. A total of 73 offers were made over three days. Students had multiple offers with an average of two offers per student.

Some of the reputed companies which participated in the placement were: ACC, AF Ferguson, Asian Paints(I) Ltd., Birla Management Corporation Ltd, Blueshift Inc. , Castrol (India) Ltd, Colson (India) Ltd, Eicher Motors Ltd, Exim Bank of India, Global Trust Bank, Godrej Soaps Ltd, HDFC, Mphasis Software Ltd, Murugappa Group, ONGC, Piramal Enterprises Ltd, PMS India, RPG Enterprises Ltd., Sony Entertainment Television Ltd, STG International Ltd, Trans World (UK) and UTI.

The highest offer that was made was for US\$ 60,000 p.a. Four students received offers for international posting with an average salary of US\$ 45,000. The highest salary offered in Indian Rupees was 4.15 lakhs p.a. and average salary 2.60 lakhs (excluding incentives, bonus, perks etc.).

### Nature of Jobs Accepted

|                           | India     | Overseas | Total     |
|---------------------------|-----------|----------|-----------|
| 1. Management Consultancy | 5         |          | 5         |
| 2. Marketing              | 7         | 2        | 9         |
| 3. International Business | 2         |          | 2         |
| 4. Finance & Accounts     | 8         |          | 8         |
| 5. Systems                | 3         | 2        | 5         |
| 6. Portal/E-Comm          | 2         |          | 2         |
| 7. Human Resource         | 2         |          | 2         |
| 8. Business Development   | 1         |          | 1         |
| <b>Total</b>              | <b>30</b> | <b>4</b> | <b>34</b> |

### Placements Abroad

| Location       | No of Students Placed |
|----------------|-----------------------|
| 1. USA         | 3                     |
| 2. Middle East | 1                     |
| <b>Total</b>   | <b>4</b>              |

## Top Recruiters

| No. | Company              | Offers    | Accepted  |
|-----|----------------------|-----------|-----------|
| 1.  | Blueshift Inc.       | 7         | 3         |
| 2.  | RPG Enterprises Ltd. | 7         | 4         |
| 3.  | UTI                  | 7         | 0         |
| 4.  | Godrej Soaps Ltd     | 6         | 2         |
| 5.  | A. F. Ferguson & Co  | 5         | 5         |
| 6.  | H. D. F. C.          | 5         | 3         |
| 7.  | Global Trust Bank    | 4         | 1         |
| 8.  | Dabur (India) Ltd    | 3         | 1         |
| 9.  | ICIL                 | 3         | 0         |
| 10. | Mphasis Software     | 3         | 1         |
| 11. | O. N. G. C.          | 3         | 2         |
| 12. | Sony Entertainment   | 3         | 1         |
| 13. | Transasia Biomedical | 3         | 0         |
| 14. | Asian Paints (I) Ltd | 2         | 2         |
| 15. | Exim Bank            | 2         | 1         |
| 16. | PMS India Ltd.       | 2         | 1         |
| 17. | STG International    | 2         | 2         |
| 18. | Tata International   | 2         | 2         |
| 19. | Reebok Asia          | 1         | 1         |
| 20. | Birla Mgt Corp.      | 1         | 0         |
| 21. | Bharti Telenet       | 1         | 0         |
| 22. | Eicher Motors        | 1         | 1         |
| 23. | Trans Indus (UK)     | 1         | 1         |
|     | <b>Total</b>         | <b>74</b> | <b>34</b> |

## Comparative Figures\*

|                       | IIMA              | IIMB           | IIMC           | IIML          | IIMI          |
|-----------------------|-------------------|----------------|----------------|---------------|---------------|
| 1. Offers per student | 2.5               | 1.3            | N.A.           | 1.39          | 1.94          |
| 2. Foreign offers     | 74                | 40             | 60             | 15            | 5             |
| 3. Average-I          | Rs. 06.50 lakh    | N.A.           | N.A.           | Rs. 5.56 lakh | Rs. 2.60 lakh |
| 4. Average-O          | Rs. 18.00 lakh    | Rs. 10.50 lakh | Rs. 12.15 lakh | Rs. 7.10 lakh | Rs. 4.00 lakh |
| 5. Max-I              | Rs. 11.00 lakh    | N.A.           | Rs. 11.50 lakh | Rs. 9.00 lakh | Rs. 4.15 lakh |
| 6. Max-O              | \$ 1,42,000+bonus | Rs.75 lakh     | \$ 1,30,000    | \$ 65,000     | \$ 60,000     |

## Sectorwise Placements (% hired)\*

|            | IIMA  | IIMB  | IIMC  | IIML  | IIMI  |
|------------|-------|-------|-------|-------|-------|
| Consulting | 35.00 | 18.66 | 17.00 | 04.00 | 15.00 |
| I-Banks    | 19.00 | 33.00 | 30.00 | 15.00 | 24.00 |
| Marketing  | 20.00 | 19.60 | 14.00 | 29.00 | 28.00 |
| Infotech   | 26.00 | 28.33 | 29.00 | 45.00 | 15.00 |

\*Source: Business Today June22-July 6, 2000

### Summer Placement

Summer Placement -2000 also received good response from companies. In all 17 companies participated in the summer placement programme. All 37 students were placed by January 2000 itself.

Some of the reputed companies that participated in the summer placement programme were: ABN AMRO Bank, Global Trust Bank, Citibank, IDFC, Asian Paints(India) Ltd, Hindustan Lever Ltd , Castrol (India) Ltd, Godrej Soaps Ltd, Glaxo (India) Ltd, Piramal Enterprises Ltd, Wockhardt Ltd, TAS, TCS, Mphasis Software Ltd, Larsen & Toubro Ltd and Bajaj Tempo Ltd.

The average stipend offered was Rs. 5622/- p.m. and the maximum stipend, Rs. 10,000/-. The figures for Summer Placement 1999 were Rs.4,667 and Rs.10,000 respectively.



## COMPUTING FACILITIES

- The Campus-wide Local Area Network (LAN) is fully operational. It is 10 MBPS switched network with 100 MBPS backbone.
- Each Student has been provided with PC (Pentium II) in his/her hostel room connected to the campus wide LAN, from which he/she can access the Internet and the students server. Students submit assignments and communicate with each other through LAN.
- Faculty and Administrative staff are also connected through the LAN.
- The Institute website was developed and installed on the Internet in October 1998. It can be found at the following site : <http://www.iimidr.ac.in> which is updated regularly.
- A basic framework for Internet has been set up.
- Institute has 512 KBPS Lease line connection for the Internet from VSNL.
- The Accounts Section is computerized using TALLY 5.4 Software.
- The Payroll system of IIMI Staff is already computerized.
- The Stores and Purchase section is computerized.
- An e-commerce lab is set up with fully equipped multi-media computers and software. This lab will enable faculty and participants to develop and test online business models.

*The Institute also has the following facilities:*

1. 134 PCs. All the PCs are Pentium.
2. 4 Notebook Computers
3. 27 Hp DeskJet Printers
4. 3 132 Column Dot matrix Printers
5. 6 80 Column Dot matrix Printers
6. 3 Laser Printers
7. 1 Scanner
8. 3 Modems
9. 1 HP DAT Drive
10. ERNET Connectivity through VSAT and Router
11. 3 External CD-ROM Drives
12. 1 HP CD Writer
13. 3 Servers ( Wipro Acer Altos 930) : Pentium II 266 MHz with 128 MB Ram; 2 x 4.3 GB HDD with CD ROM drive Operating under Windows NT server and Linux.
14. 1 CD NET server with 28 CD-ROM Drive.

*Software Available:*

1. SPSS 8.0 for Windows
2. Microsoft Exchange
3. Windows NT 4.0 Server
4. Windows NT 4.0 Workstation
5. MS- Office Professional 97
6. Red hat Linux 5.1
7. Visual Studio 6.0
8. MS -SQL server 7.0
9. Windows 95/98
10. Oracle 8.0
11. ERP
12. PCounter for windows NT
13. SAS 8.0\*
14. Rational Enterprise suit 1:5\*

\*Software are under purchase processing



*The Computer Lab.*

## **LIBRARY**

Our vision of the library is to develop into a Global Management and Business Related Information Resource Centre. In line with this, the Library is envisaged as an electronic library with the necessary print and other media sources for effective and efficient utilization of the resources. The library has five functional units such as Book Acquisition, Periodicals, Circulation, Electronic Information, and Information Services. The library has the following collections:

### **Books and Periodicals**

During the year Library added 1778 volumes to its collection of books. The Library currently has 4366 books on various aspects of Management. Reference resources include encyclopaedias, directories, handbooks and manuals. The Library subscribes to 165 periodicals. (103 foreign journals, 50 Indian journals, and magazines and 12 newspapers)

### **Videos**

The Library acquired 26 videos during the year. Today the Library has 66 videos in its collection

### **Databases**

#### *National Databases:*

Prowess (Corporate information database from Center for Monitoring Indian Economy)  
CAPEX (An investment opportunities database from Center for Monitoring Indian Economy)  
VANS (News update Services on Indian Economy and business from VANS Information)  
VANS Electronic library (covers full text of leading business magazines and newspapers)  
Business India on CD  
Exim India on CD (Export import policy, procedures and notifications, etc)  
India Business Insight database covering Indian business and news sources  
India Trades from DGCI&S and CMIE  
Manorama Year Book on CD

#### *International Databases:*

ABI/INFORM Global Full-text (covering abstracts of 1000 journals and full-text of about 60 journals on management and allied subject areas)  
Business sources Elite from EBSCO (covering abstracts of over 1400 journals and fulltext of about 860 journals on all aspects of management)  
Econlit (covering economic literature published all over the world with citations and abstracts)  
Encyclopaedia Britannica  
Encarta 99 Encyclopedia  
National Geography (the complete set of volumes)  
World Development Indicators  
World Development Reports

Humanity Library (covering select publications from 50 national and international developmental organisations such as UN, World Bank, FAO, IDRC, UNESCO, etc.)

FAOSTAT (International Statistical database containing time-series data on food and agricultural related areas)

United Nations University Press Database (covering about 137 fulltext publications on environment, food and nutrition)

*In-house database:*

BOOKS – covers the bibliographic information about the books that are acquired in the library

JOURNALS – covers the journals that are subscribed with available volumes and issues

ART – Index to articles appeared in journals that are not covered in any of the subscribed databases

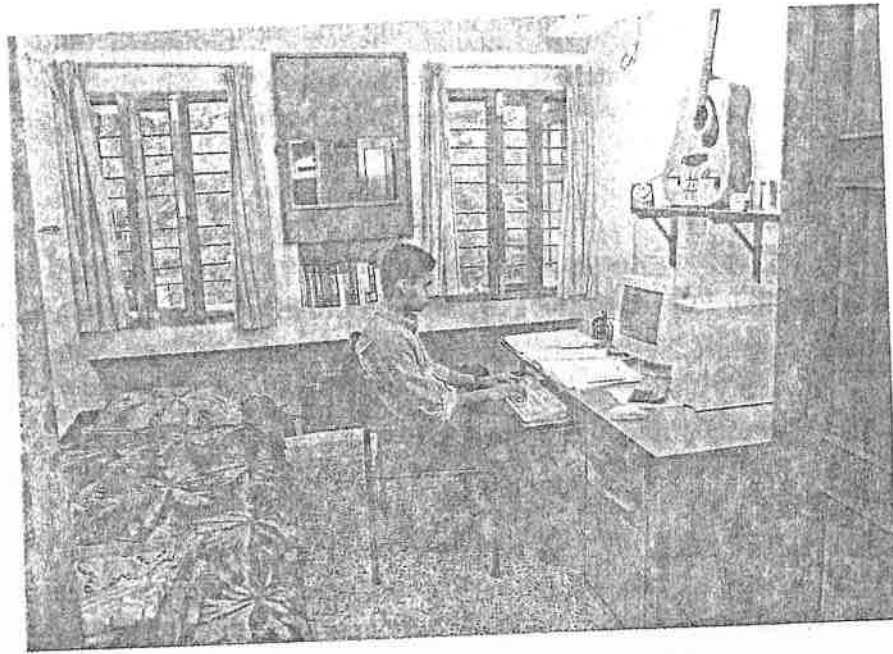
NEWS – Index to news items published from the leading daily newspapers

### **Infrastructure Facilities**

Library has a CD-NET Server with 28 CD Drives and another Pentium II 350 MHz with 128 MB RAM, 3X9 GB HDD server to host all the library databases both CD and Hard disk based. All the databases have been web enabled and made available on the Institute Intranet. Every functional unit has been equipped with a network computer to enable smooth information flow. Also, there are two computers kept inside the library to facilitate the search requirements of the users during their visit to the library. Library also has a VCR and Xerox facilities.

### **Information Services**

Intranet home page for the Library has been put up on the Institute's network. Other services include interlibrary loan, internet searching, book exhibitions, etc.



*Students are provided computers with Internet connectivity in their hostel rooms.*

### **CAMPUS DEVELOPMENT**

The Institute has appointed M/s. Suresh Goel & Co., Delhi as the architects and consultants for the development of its campus. The construction activity is expected to begin end of December 2000. Of the total land of 193.40 acres allotted to the Institute by the Government of Madhya Pradesh, we have taken physical possession of 187.85 acres. Remaining 5.55 acres of land on which the T.B. Sanatorium buildings are situated has been taken advance possession of. Institute can have physical possession of this land after the T.B. patients are relocated. The State Government has allotted 20 acres of land for construction of a new T.B. Sanatorium and the PWD has already issued work orders to the contractors with instructions to complete the work by October 2001. In the meantime, arrangements are being made by the Government to temporarily shift the patients to one of the Government T.B. hospitals in Indore so that the Institute can start its construction activities. It is hoped that the patients would be moved out latest by the middle of July.

## FACULTY DEVELOPMENT

Prof. Ashish Sadh attended the Faculty Development Programme at Indian Institute of Management, Ahmedabad from June 24, 1999 to March 25, 2000 under IIMI's sponsorship.

Prof. V.K. Gupta was sponsored to spend one month during April-May 2000 with Kalyani Group, Pune and one month during May-June 2000 with IDBI, Mumbai to get an exposure to corporate financial decision making and project financing.

## Faculty Publications

Ganesh Kumar N., "Exports and Economic Growth in India: An Empirical Investigation," *The Indian Economic Journal*, January-March 2000

Ganesh Kumar N. and Gopal Prasad, "Asian Currency Crisis and India's Exports: Devalue the Rupee?", *Indian Economic Panorama*, April 2000

Ganesh Kumar Nidugala and Allan C. Shapiro, "The Case of Depreciating Indian Rupee," *Multinational Financial Management*; 6<sup>th</sup> ed., John Wiley & Sons

Rajan Saxena, "Delighting Customers Discontinuously," *Business Today*, January 7, 2000

Kuldeep Singh, "Does Investment in HR Contribute to Bottomline?" *Human Capital*, June 2000

Kuldeep Singh, "HR Competencies and Roles in the New Millennium," *Human Capital*, December 1999

Kuldeep Singh, "Human Resources Management and Its Strategic Role in the Indian Organizations" in *Creating Corporate Advantage* by AK Sengupta and Amit Gupta (eds.) Excell Books, New Delhi

Rajan Saxena and Kuldeep Singh, "Creating Winning Organization", Compilation of Paper at the Annual Convention of Indore Management Association held in March 2000

## Faculty's Participation in Seminars and Conferences

Dr. Rajan Saxena delivered keynote address on "Resins Today and Tomorrow" at the annual seminar of Indian Resins Manufacturers Association held in Mumbai on September 29, 2000.

Dr. Saxena also delivered keynote address on "Strategy Initiatives in the New Millennium" at the World Strategy Forum on October 14, 1999. He presented a paper on Quality of Service in Telecom Sector and chaired the session on 25<sup>th</sup> February, 2000 at the 11<sup>th</sup> Annual Convention of Association of Indian Management Schools at Jamshedpur on August 26, 1999 and chaired the session on "Innovations, Creativity, and Management" at the AMDISA Conference at Pune on March 23, 2000. He also coordinated the CEO Round Table Conference of Indore Management Association's Annual Convention on February 25, 2000.

Prof. Nitin Agarwal gave a talk on e-commerce and e-businesses at the Indore Management Association's Annual Convention on February 25, 2000.

Prof. Ganesh Kumar presented a paper entitled "Asian Currency Crisis and India's Exports: Devalue the Rupee?" at the thirty sixth annual conference of Indian Econometric Society held at Devi Ahilya Vishwa Vidyalaya., Indore from February 4 to 6, 2000.

Prof. Kuldeep Singh presented a paper on "Designing 360 Degree Feedback Effectively: Some Guidelines" in the National Conference on 360 degree Feedback and Performance Management held at New Delhi on November 26 and 27, 1999. He also presented papers on "Impact of Human Resources (HR) Practices on Organizational Performance" at AMDISA Conference held at Pune from March 23 to 25, 2000 and "Competitive Advantage Through Strategic Management of Human Resources at National Seminar on Creating and Sustaining High Performing Organizations held at IIM Lucknow on April 15 and 16, 2000.

#### **Memberships/Boards of Studies/Boards of Directors**

Prof. Rajan Saxena was nominated to the All India Board of Management Studies, Delhi by the Chairman, All India Council for Technical Education. The All India Board of Management Studies is a statutory board under the AICTE Act and its primary goal is to enhance quality of management education in India. He was also invited to the Board of Directors of Software Technology Group International Ltd., Delhi and Advisory Board, Institute of Finance and International Management, Bangalore. Dr. Saxena was also awarded the title of "Fellow of the Institute of Management Consultants of India" by IMCI which is the Indian Chapter of the International Council of Management Consulting Institutes, the global apex body of management consultants and management consulting institutes worldwide.

## TRAINING PROGRAMMES AND CONSULTANCY PROJECTS

During the year the Institute completed the following incompany workshops and consultancy projects:

1. Leadership Systems in Organizations for the Top Management of Eicher Group
2. Customer Relationship for Customer Delight for Essar Group
3. Paradigm Shift in Marketing for Essar Group
4. Managerial Effectiveness Programme for Hindustan Zinc Ltd.
5. Consultancy project on Total Competency Audit of the Marketing Division of ISPAT Industries Ltd.

Training programmes and consultancy projects which are currently in progress are as follows:

1. Programme on Sales Management for JP Cement
2. Consultancy project on "Reorganization of the State Land Development Bank and District Land Development Bank of MP State" for the MP State Cooperative Land Development Bank Ltd.
3. General and Technical Management Development Programme for the Project Managers of PMS India Ltd.



## VISITORS TO THE INSTITUTE

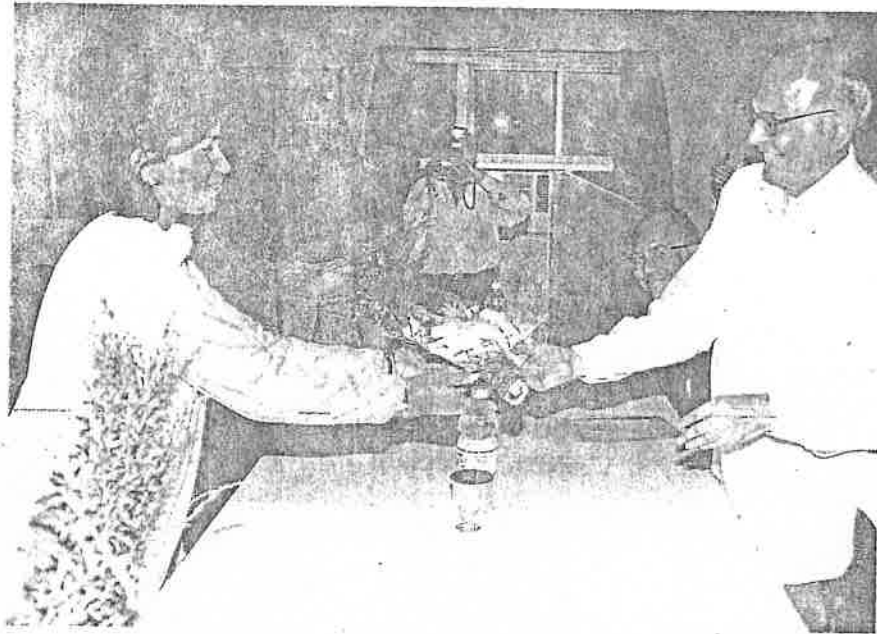
During the year the following eminent personalities visited the Institute and addressed the faculty and students:

1. Mr. Digvijay Singh, Chief Minister of Madhya Pradesh.
2. Dr. I.G. Patel, Chairman, IIMA Board of Governors and former Governor of RBI
3. Mr. K.K. Unni, Vice Chairman, AgrEvo India Ltd.
4. Mr. Nasser Munjee, Dy. Managing Director, Infrastructure Development Finance Co., Ltd.
5. Dr. Rajendra Sisodia, Trustee Professor of Marketing and IT, Bentley College, USA
6. Dr. Ram S. Tarneja, Formerly, President, AIMA. Currently, Chairman, Bank of India Mutual Fund and Member, Board of Governors, IIMC
7. Prof. P.N. Khandwalla, former Director, IIM Ahmedabad
8. Mr. Jerry Mellory, Economic Adviser and Consul, American Consulate, Mumbai
9. Dr. Shahid Yamin, Sr. Lecturer in International Business, Swinburne Graduate School of Management, Australia
10. Mr. Pradeep Kar, Chairman & Managing Director, Microland

The Institute organized evening lectures by Dr. Rajendra Sisodia and Prof. P.N. Khandwalla for industry representatives. Dr. Sisodia gave a lecture on "High Performance Marketing in the 21<sup>st</sup> Century". Prof. Khandwalla talked about "Creative Organizational Restructuring".



*Mr. Digvijay Singh, Chief Minister of Madhya Pradesh who visited the Institute with Mr. B.N. Kalyani, Chairman, Board of Governors and Dr. Rajan Saxena, Director.*



*Dr. I.G. Patel, being presented a bouquet by one of the students.*

#### **GRANT-IN-AID**

During 1999-2000 the Institute received grant-in-aid of Rs. 400 lakh from the Ministry of HRD, Government of India and Rs. 100 lakh from the Government of Madhya Pradesh. The details are given below:

|   | <i>Rs. in lakh</i> |
|---|--------------------|
| Opening Balance                                       | 308.83             |
| Received from Ministry of HRD,<br>Government of India | 400.00             |
| Received from Government of MP                        | 100.00             |
| Total   | 808.83             |
| Expenditure incurred during the year                  | 293.70             |
| Unspent balance carried forward                       | 515.13             |

## PERSONNEL

### New Appointments:

Dr. Rajan Saxena took over as Director of the Institute on July 1, 1999 from Dr. V.N. Asopa who returned to IIMA at the end of his two-year term.

During the year the following new employees joined the Institute:

### Faculty

|                               |                              |                      |
|-------------------------------|------------------------------|----------------------|
| 1. Prof. Abhijit Gangopadhyay | Professor                    | HRM/OB/IR            |
| 2. Prof. Somnath Ghosh        | Professor                    | HRM/OB/IR            |
| 3. Prof. Biswajeet Pattanayak | Professor                    | HRM/OB/IR            |
| 4. Prof. James Rajasekar      | Associate Professor          | Strategic Management |
| 4. Prof. K.V. Ramaswamy       | Visiting Associate Professor | Economics            |
| 5. Prof. Pranab Kumar Pani    | Asst. Professor              | Economics            |

### Academic Fellows

Ms. Urvashi Rathore

### Academic Associates

1. Ms. Sonali Masih
2. Mr. Rajnish Kumar Mishra
3. Mr. Aditya Negi
4. Ms. Vishnupriya Shah

### Administrative Staff

|                           |                                |
|---------------------------|--------------------------------|
| 1. Mr. Banka Bihari Chand | Library Professional Assistant |
| 2. Mr. Bulu Maharana      | Library Professional Assistant |
| 3. Mr. Ritesh Mashru      | Accounts Assistant             |
| 4. Mr. Salim Shaikh       | Stores & Purchase Officer      |
| 5. Mr. G.P. Shriwas       | Accountant                     |

### Promoted

During the year the following faculty members were promoted to the next higher position

1. Prof. Ganesh Kumar from Associate Professor to Professor
2. Prof. Nitin Agarwal from Assistant Professor to Associate Professor
3. Prof. P.W. Khokle from Assistant Professor to Associate Professor

Among the administrative staff, Mr. A.K. Pandey, Estate Officer, was appointed as Executive Engineer and Ms. Kiran Chopra, General Duty Staff, as Executive Assistant through open competitions.

Left:

The following employees left the Institute during the year:

Faculty

1. Prof. Amit Gupta to join industry
2. Prof. V. Jaikumar on attaining the age of 62 years
3. Prof. Sougata Ray to join IIM Calcutta

Academic Associates

1. Mr. N. Bhaskar
2. Mr. Atul Kumar
3. Mr. Gopal Prasad
4. Mr. Rabeen Singh
5. Mr. Vivek Sood
6. Mr. Vikrant Wadhvani

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Dr.

Dr.

Dr.

Dr.

Dr.

Dr.

Dr.

Dr.

## BOARD OF GOVERNORS

**Shri B.N.Kalyani**  
Chairman  
Bharat Forge Limited  
Mundhwa, Pune 411 036

**Prof. V.N. Asopa**  
Indian Institute of Management  
Vastrapur, Ahmedabad 380 015

**Prof. Ashoka Chandra**  
Special Secretary  
Department of Education  
Ministry of Human Resource Development  
Room No. 414, 'C' Wing  
Shastri Bhavan, New Delhi 110 001

**Dr. Ramesh Baheti**  
Executive Chairman  
STI India Limited  
Badgara House  
13/1 New Palasia, Indore 452 001

**Mr. Subodh Bhargava**  
Adviser - Eicher Group  
Eicher House  
12, Commercial Complex  
Greater Kailash II, Masjid Moth, New Delhi 110 048

**Mr. Abhay Firodia**  
Chairman & Managing Director  
Bajaj Tempo Limited  
Akurdi, Pune 411 035

**Dr. D.R. Gadekar**  
Vice Chancellor  
Babasaheb Bhimrao Ambedkar University  
Vidya Vihar, Rae Bareli Road,  
Lucknow 226 025

**Mr. L.K. Joshi**  
Principal Secretary  
Government of Madhya Pradesh  
Technical Education and Manpower Planning, Mantralaya  
Bhopal 462 004

Mr. S.H. Khan  
Chairman  
Credit Analysis & Research Ltd.  
Fifth Floor, Mahindra Towers  
Road No. 13, Worli  
Mumbai

Mr. Sanjay Narayen  
Financial Advisor (HRD)  
Deptt. of Secondary Education & Higher Education  
Ministry of Human Resource Development  
Shastri Bhavan, New Delhi 110 001

Prof. R.S. Nirjar  
Member Secretary  
All India Council for Technical Education  
Indira Gandhi Sports Complex  
IP Estate, New Delhi 110 002

Prof. Jahar Saha  
Director  
Indian Institute of Management  
Vastrapur, Ahmedabad 380 015

Mr. T.R. Satish Chandran  
231, 18<sup>th</sup> Cross  
Sadashivnagar  
Bangalore 560 080

Mr. Rajendra Singh  
Chairman & Managing Director  
National Thermal Power Corporation  
NTPC Bhawan, Core-7  
Scope Complex, Lodi Road  
New Delhi 110 003

Dr. Rajan Saxena  
Director  
Indian Institute of Management  
Rajendra Nagar, Indore 452 012

Prof. V.N. Asopa, Prof. Ashoka Chandra, Mr. L.K. Joshi, Mr. Sanjay Narayen, Prof. R.S. Nirjar, and Mr. T.R. Satish Chandran joined the Board during the year. Dr. S.D. Awale, Prof. D.V. Singh, and Mr. Atul Sinha ceased to be the members.

## FACULTY, RESEARCH STAFF AND OFFICERS

Director

Rajan Saxena  
Ph.D. (Delhi)

Faculty

Nitin Agarwal  
M.Tech (IIT Bombay)  
M.S. (UNC, Chapel Hill, USA)  
Ph.D. (NCSU, USA)

Abhijit Gangopadhyay  
M.A. (Calcutta)  
D.I.I.T. (IIT, Kharagpur)  
Ph.D. (Calcutta)

Somnath Ghosh  
M.A. (JNU)  
Ph.D. (JNU)

V.K.Gupta  
M.A., M.Com., Ph.D. (Agra)

Pradyumana Khokle  
B.Tech. (IIT, Kanpur)  
Fellow (IIMA)

Ganesh Kumar Nidugala  
M.Sc.  
Fellow (IIMA)

Pranab Kumar Pani  
M.A. (Sambalpur)  
Fellow (IIMA)

Biswajeet Pattanayak  
M.A. (Utkal)  
Ph.D. (Utkal)  
D.Litt. (Utkal)

J. Rajasekar  
M.Com. (Madras)  
Ph.D. (Golden Gate University, CA, USA)

L.V. Ramana  
M.A. (Hyderabad)  
M.Tech. (IISc Bangalaoire)  
Ph.D. (Madras)

**K.V. Ramaswamy**

M.A. (Mysore)

Ph.D. (Delhi)

**Ashish Sadh**

M.B.A. (APSU, Rewa)

Ph.D. (Indore)

**Kuldeep Singh**

M.Sc., M.B.A., LL.B. (Jammu)

A.C.S.

Fellow (XLRI)

**S.R. Singhvi**

M.A. (Jodhpur)

LL.B. (Meerut)

P.G.D.B.M. (Rajasthan)

Ph.D. (Ranchi)



Visiting Faculty

S.P. Agrawal  
Balram Avittathur  
Ramesh Bhatt  
Debjani Chakraborty  
Prasana Chandra  
Shekhar Chuaudhuri  
Ravindra H. Dholakia  
Kalyan Dutta  
Ranjan Ghosh  
Vipin Gupta  
P.K. Jain  
Sushil Khanna  
Parag Mahulikar  
Ramanuj Majumdar  
S.K. Majumdar  
B.D. Misra  
P.N. Mishra  
Laxmi Mohan  
Avinandan Mukherjee  
A.N. Oza  
Ajay Pandey  
T.P. Rama Rao  
V.V. Rao  
M. Sabnavis  
D. Sanyal  
V. Sarthi  
G. Sethu  
S.P. Singh  
O.P. Srivastava  
S. Tokekar  
N. Venkiteswaran  
Hema Viswanathan

Director, AF Fergusson & Co., Mumbai  
Faculty, IIMC  
Faculty, IIMA  
Faculty, Management School, IITK  
Faculty, IIMB  
Faculty, IIMA  
Faculty, IIMA  
Faculty, IIMC  
Faculty, IIMC  
Faculty, Fordham Business School, USA  
Faculty, Dept. of Mgt. Studies, IITD  
Faculty, IIMC  
Country Director, IMS Health Care, Mumbai  
Faculty, IIMC  
Faculty, MDI, Gurgaon  
Faculty (Retd.) IITB  
Director, CEDMAP, Bhopal  
Faculty, State University of New York, USA  
Faculty, IIMC  
Faculty (Retd.) IIMA  
Faculty, MDI, Gurgaon  
Faculty, IIMA  
Faculty, IIMA  
Speer Communication (O&M), Mumbai  
Faculty, MDI Gurgaon  
Fellow, IIMA  
Dean, UTI Institute of Capital Market, Mumbai  
Faculty (Retd.) NIBM, Pune  
Faculty (Retd.), DAVV, Indore  
Faculty, DAVV, Indore  
Faculty, IIMA  
Sr.VP and GM, Probe Quality Research, Mumbai

Academic Fellow

V. V. Vashi Rathore  
B.Sc. (Indore)  
M.D.S.D. (NIIT)

Librarian

S. L. Pandian  
B.Lib.&I.Sc. (Madurai Kamraj)  
Fellowship in Documentation & Information Science (ISI, Bangalore)

Officers

S. Harindran Secretary (Planning)  
B.A. (Gujarat)

S. L. Kumar Pandey Executive Engineer  
B.E. (Indore)

S. Sathyadas Finance & Accounts Officer  
B.Com. (Gujarat)

S. N. Maniyan Accounts Officer  
B.Com. (Jabalpur)

S. M. A. (Jabalpur)  
B.G.D.F.M. (Annamalai)

S. M. Salim Shaikh Stores & Purchase Officer  
M.A. (Punjab)  
M.A. (Pune)  
Dip.Mtls.Mgt. (Pune)

M. P. ANTIA, B.COM., B.A., F.C.A.  
N. D. ANKLESARIA, B.COM., F.C.A.  
R. N. ANKLESARIA, B.COM., F.C.A.

TELEGRAMS : "WORTHTRUST"  
TELEPHONE : 204 17 89  
204 08 61  
FAX : (022) 284 65 19

17<sup>th</sup> June 2000

Ref : No.1531/143.

To  
The Director  
Indian Institute of Management  
Indore

Dear Sir

Sub : Report on Audit for the year ending 31<sup>st</sup> March 2000

We have completed the audit of your institution for the year ended 31<sup>st</sup> March 2000 and we would like to bring to your notice our following observations :

1. The Institute has received recurring and non-recurring grant of Rs. 4 Crore and Rs.1 Crore from Government of India and Government of Madhya Pradesh respectively.  
  
Out of total grant of Rs. 8.62.72.241 (Including unspent grant of Rs. 3.62.72.241 as on 1-4-99) the institute has incurred recurring expenditure of Rs. 1,48,28,832 & non-recurring expenditure of Rs. 1,47,71,977 during the year leaving an unspent balance of Rs. 5,66,71,432 on 31.3.2000.
2. It may be noted that Dead Stock Register has not been reconciled with the accounts. Further no depreciation has been provided on the assets of the Institute for the period from 3-10-96 to 31-3-2000.
3. It was observed that computerised ledgers do not have any accounts code. It could be advisable to have accounts head for all the ledger accounts. The accounts preferably should be arranged in such a way that expenses, income, assets & liabilities accounts come in alphabetical order.
4. It should be ensured the accounting software should have a proper locking system so that nothing can be deleted or added at any time. We are informed that the institute has purchased Tally software. Accounts should be maintained using that software only.
5. Upto year 1998-99 Journals & periodicals were treated as Revenue Expenditure & debited to Income/Expenditure a/c. For the year 1999-2000 Journals & periodicals of Rs. 35,21,091/- is treated as Capital expenditure based on the approved budget by BOG & Ministry and debited to Journals & Periodicals stated in fixed Assets schedule.
6. Upto year 98-99 Balance Sheet & Income-Expenditure a/c shows current year figures only. For the current year 1999-2000 previous year figures are shown in Balance Sheet and Income & Expenditure a/c and that is shown in Rupees in lacs. Further, group total is shown and expenditure is not shown for previous year against current year's expenditure.

Yours faithfully

*Sorab S. Engineer & Co.*

Sorab S. Engineer & Co.  
Chartered Accountants

INDIAN INSTITUTE OF MANAGEMENT, INDORE  
BALANCE SHEET AS AT 31 MARCH 2000

[Registration No: IND/2728/96 Dated 3.10.1996]

| As on 31.3.1999<br>Rupees in Lakhs | LIABILITIES   | Amount Rs.        | As on 31.3.1999<br>Rupees in Lakhs | ASSETS  | Amount Rs.        | Amount Rs. |
|------------------------------------|---|-------------------|------------------------------------|---|-------------------|------------|
|                                    | <b>GRANT FROM GOVT. OF INDIA MINISTRY OF H.R.D. &amp; GOVT. OF MADHYA PRADESH.</b>  |                   | 237.17                             | <b>MOVEABLE PROPERTIES ( At Cost)</b><br>( As per Contra - Schedule - V )<br>CAMPUS DEVELOPMENT (New)<br>(As per Contra - Schedule - VI ) | 37,524,124        | 37,524,124 |
| 251.16                             | Balance as on 01.04.1999  | 36,272,241        |                                    | ENDOWMENT & SCHOLARSHIP FUND DEPOSITS   |                   |            |
| 260.00                             | Add: Grant received/receivable during the year from   | 40,000,000        |                                    | UTI-Bond Fund   | 1,00,000          |            |
| 100.00                             | 1. Central Government   | 10,000,000        |                                    | Deposit with IndusInd Bank  | 500,000           | 600,000.00 |
| 611.16                             | 2. M.P. Government  | 86,272,241        |                                    |   |                   |            |
| -83.24                             | Less: ( 1 ) Amount Transferred to Income & Expenditure A/c ( Representing recurring expenditures incurred during the period.) | 14,828,832        |                                    |   |                   |            |
| -165.20                            | Less: ( 2 ) Amount transferred to Fund for Non - Recurring Expenditure incurred during the year )                             | 13,807,259        |                                    |   |                   |            |
| -                                  | Less: ( 3 ) Amount transferred to Fund for Campus Development Expenditure (As per Contra)                                     | 964,718           | 32.32                              | <b>DEPOSITS &amp; ADVANCES</b><br>( As per Schedule - VII )   |                   |            |
| 362.72                             |   | 56,671,432        |                                    | Deposits  | 399,460           |            |
|                                    | <b>ENDOWMENT &amp; SCHOLARSHIP FUND</b><br>( As Per Schedule - I )  | 600,000           |                                    | Advances  | 156,304           |            |
|                                    |   |                   |                                    | CAT 1999 Expenses recoverable   | 5,218             | 560,982    |
| 71.97                              | <b>FUND FOR NON-RECURRING EXPENDITURE CREATED OUT OF GRANT</b>  |                   | 160.00                             | <b>GRANT RECEIVABLE FROM THE GOVT. OF INDIA MINISTRY OF H.R.D. ( Since Received )</b>   |                   | 10,000,000 |
|                                    | From Central Government & Government of M.P.  | 23,716,865        |                                    | Scholarship Receivable from Hicher Motors Ltd. ( Since received )   |                   | 50,000     |
| 165.20                             | Balance as on 01.04.1999  | 13,807,259        |                                    |   |                   |            |
|                                    | Add: ( 1 ) Amount transferred for non-recurrent during the year   | 964,718           |                                    |   |                   |            |
|                                    | Add: (2) Amount transferred- Campus Development (As per Contra)   | 38,488,842        |                                    |   |                   |            |
| 237.17                             |   |                   |                                    |   |                   |            |
|                                    | <b>LIABILITIES</b>  |                   |                                    |   |                   |            |
| 4.80                               | For Deposits ( As Per Schedule - II )   | 474,227           |                                    |   |                   |            |
| 14.20                              | For Expenses ( As per Schedule III )  | 2,217,372         |                                    |   |                   |            |
|                                    | Sundry Creditors ( As per Schedule IV )   | 16,595            |                                    |   |                   |            |
| 19.00                              |   | 2,708,194         |                                    |   |                   |            |
| <b>618.89</b>                      | <b>TOTAL Rs.</b>  | <b>98,468,468</b> | <b>618.89</b>                      | <b>TOTAL Rs.</b>  | <b>98,468,468</b> |            |

Indore  
14.06.2000

(C.V. Deshpande)  
Accountant

(K. Sathyanarayanan)  
F & AO

**CERTIFICATE OF CHARTERED ACCOUNTANTS**

We have checked the above accounts with the books of accounts, vouchers & other records produced before us by Indian Institute of Management, Indore and as per the information and explanations given to us, we certify that the above accounts to be correct subject to our Audit Report of even date.

Date: 17-6-2000

Sorab S. Engineer & Co.

SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS

(M. Rajan Saxena)  
Director  
(K. Haridrao)  
Secretary (Planning)

INDIAN INSTITUTE OF MANAGEMENT, INDORE  
INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD ENDING  
31.03.2000

| 1998-99<br>Rupees in Lakhs | EXPENDITURE   | Amount<br>Rs.                            | 1998-99<br>Rupees in Lakhs | INCOME  | Amount<br>Rs.                  | Amount<br>Rs. |
|----------------------------|---|--|----------------------------|---|--------------------------------|---------------|
|                            | Management Development Programme:<br>General Expenses | 52,626                                   | 7.38                       | By Interest:<br>On FDR with Public Sector Banks   | 2,288,458                      | 2,355,008     |
|                            | Research & Publications                               | 10,337                                   | 0.03                       | On Savings account  | 66,550                         |               |
| 0.34                       | Legal & Professional charges                          | 41,986                                   |                            | By Fees:<br>PGP - Tuition fees & Other fees   | 4,657,016                      | 4,663,516     |
| 0.30                       | Audit Fees  | 30,000                                   | 33.71                      | MDP Fees  | 6,500                          |               |
| 101.50                     | Educational Expenses:<br>(As per schedule 'A')        | 19,195,232                               |                            | By Other Income:<br>Consultancy & Inhouse Programme   | 55,154                         |               |
| 23.70                      | Other Revenue Expenses<br>(As per schedule 'B')       | 3,692,774                                |                            | Miscellaneous Income  | 29,450                         |               |
|                            | Ad Convocation - 2000 Expenses                        | 305,000                                  | 1.48                       | CAT 1997-98 Expenses Reimbursed   | 516,011                        | 1,175,599     |
|                            | PMS Scholarship expenses                              | 50,000                                   |                            | Income From Other Sources   | 574,984                        |               |
|                            | Eicher Motors Ltd. Endowment expenses                 | 10,000                                   |                            | Ad Convocation - 2000 Income  | -                              | 305,000       |
|                            |   |  |                            | PMS Scholarship - Income  |                                | 50,000        |
|                            |   |  |                            | Eicher Motors Ltd. Endowment - Income   |                                | 10,000        |
|                            |   |  |                            | By Grant from Govt of India Ministry of<br>HRD & Govt. of M.P. - Amount<br>transferred from Balance Sheet<br>for recurring expenditure incurred<br>during the year. |                                | 14,828,832    |
| 125.84                     | Total   | 23,387,955                               | 125.84                     | Total   |                                | 23,387,955    |
|                            | Indore<br>Date : 14.06.2000                           |  |                            |   |                                |               |
|                            |   | (K. Sathyajith)<br>Accountant<br>F & A O |                            |   | (Dr. Rajan Saxena)<br>Director |               |

CERTIFICATE OF CHARTERED ACCOUNTANTS

We have checked the above accounts with the books of accounts, vouchers & other records produced before us by Indian Institute of Management, Indore and as per the information and explanations given to us, we certify that the above accounts to be correct subject to our Audit Report of even date.

Mumbai  
Date : 17 - 6 - 2000

SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS

Sorab S. Engineer Es.

INDIAN INSTITUTE OF MANAGEMENT, INDORE  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31 MARCH 2000

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| <b>SCHEDULE : I : ENDOWMENT &amp; SCHOLARSHIP FUND</b>              |  | Amount in Rs.    |
|---|--|------------------|
| <b>ENDOWMENT FUND</b>   |  |                  |
| Eicher Motors Limited   |  | 100,000          |
| <b>SCHOLARSHIP FUND</b>   |  |                  |
| Eicher Motors Limited   |  | 500,000          |
| <b>Total</b>  |  | <b>600,000</b>   |
| <b>SCHEDULE : II : DEPOSITS</b>                                     |  |                  |
| PGP Caution Deposit   |  | 370,000          |
| Deposit of students who left the programme during the academic year |  | 34,740           |
| Security Deposit  |  | 49,487           |
| Earnest Money   |  | 20,000           |
| <b>TOTAL Rs.</b>  |  | <b>474,227</b>   |
| <b>SCHEDULE : III : LIABILITIES FOR EXPENSES</b>                    |  |                  |
| Salary Payable for 3/2000   |  | 632,740          |
| Consultancy Project Carried Forward                                 |  | 399,723          |
| Outstanding Liabilities for Expenses                                |  | 1,184,909        |
| <b>TOTAL Rs.</b>  |  | <b>2,217,372</b> |
| <b>SCHEDULE : IV : SUNDRY CREDITORS</b>                             |  |                  |
| Furnitech Engineers   |  | 13,595           |
| MDP Fee Refundable (Since refunded)                                 |  | 3,000            |
| <b>TOTAL Rs.</b>  |  | <b>16,595</b>    |

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INDIAN INSTITUTE OF MANAGEMENT, INDORE  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31 MARCH 2000

**SCHEDULE : V : MOVEABLE PROPERTIES ( At Cost )**

| PARTICULARS OF ASSETS                                 | Opening Balanc<br>as on 01.04.99 | Amt Debited<br>During TheYear | Total Assets as<br>on 31.03.2000 |
|---|----------------------------------|-------------------------------|----------------------------------|
| <b>COMPUTERS &amp; OTHER EDUCATIONAL EQUIPMENTS</b>   | 9,277,518                        | 3,557,395                     | 12,834,913                       |
| <b>EQUIPMENTS</b>                                     |                                  |                               |                                  |
| AIR CONDITIONER                                       | 1,286,699                        | 277,675                       | 1,564,374                        |
| EPABX SYSTEM  | 554,963                          | 92,585                        | 647,548                          |
| ELECTRIC INSTALLATION                                 | 91,320                           | 211,773                       | 303,093                          |
| FIRE FIGHTING EQUIPMENTS                              | -                                | 37,200                        | 37,200                           |
| KITCHEN EQUIPMENTS                                    | 77,405                           | 83,096                        | 160,501                          |
| OFFICE EQUIPMENTS                                     | 223,443                          | 164,679                       | 388,122                          |
| TRANSIT HOUSE EQUIPMENT                               | -                                | 54,030                        | 54,030                           |
| WATER COOLER  | 117,266                          | 70,506                        | 187,772                          |
| XEROX MACHINE   | 241,940                          | 3,848                         | 245,788                          |
| Sub-total   | 2,593,036                        | 995,392                       | 3,588,428                        |
| <b>FURNITURE &amp; FIXTURES</b>                       |                                  |                               |                                  |
| FURNITURE & FIXTURES                                  | 3,740,058                        | 2,653,988                     | 6,394,046                        |
| FURNITURE & FIXTURES ( GUEST HOUSE )                  | 154,907                          | 12,230                        | 167,137                          |
| FURNITURE ( AUDIO VISUAL . SEMINAR ROOM)              | -                                | 116,850                       | 116,850                          |
| Sub-total   | 3,894,965                        | 2,783,068                     | 6,678,033                        |
| <b>FURNITURE &amp; EQUIPMENTS( STUDENTS ACTIVITY)</b> |                                  |                               |                                  |
| HOSTEL EQUIPMENT                                      | 76,281                           | 349,496                       | 425,737                          |
| FURNITURE HOSTEL                                      | 1,127,912                        | 505,223                       | 1,633,135                        |
| SPORTS EQUIPMENT                                      | 20,394                           | 17,220                        | 37,614                           |
| Sub-total   | 1,224,587                        | 871,899                       | 2,096,486                        |
| <b>LIBRARY BOOKS &amp; PERIODICALS</b>                |                                  |                               |                                  |
| LIBRARY BOOKS   | 5,864,061                        | 1,622,660                     | 7,486,721                        |
| JOURNALS & PERIODICALS                                | -                                | 3,521,091                     | 3,521,091                        |
| Sub-total   | 5,864,061                        | 5,143,751                     | 11,007,812                       |
| <b>VEHICLES</b>                                       | 862,698                          | 455,754                       | 1,318,452                        |
| <b>GRAND TOTAL</b>                                    | <b>23,716,865</b>                | <b>13,807,259</b>             | <b>37,524,124</b>                |

| <b>SCHEDULE : VI: CAMPUS DEVELOPMENT</b> | Amount in Rs. | Amount in Rs. |
|--|---------------|---------------|
| <b>CAMPUS DEVELOPMENT</b>                | 597,186       | 597,186       |
| Project Consultancy                      | 367,532       | 367,532       |
|  | 964,718       | 964,718       |

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INDIAN INSTITUTE OF MANAGEMENT, INDORE  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31 MARCH 2000

| <b>SCHEDULE : VII: DEPOSITS, ADVANCES AND SUNDRY DEBTORS</b> |                       |            |
|--|-----------------------|------------|
| <b>DEPOSITS</b>  |                       |            |
| LP Gas   |                       | 11,000     |
| Reliance Telecom Limited                                     |                       | 7,500      |
| Rent Deposit   |                       | 156,070    |
| Deposit with MP Electricity Board                            |                       | 221,890    |
| Association of Indian Universities                           |                       | 3,000      |
| TOTAL Rs.  |                       | 399,460    |
| <b>ADVANCES</b>  |                       |            |
| For Admissions   | Bills received        | 132,910    |
| Leave Travel Concession                                      | Settled on 07.06.2000 | 7,300      |
| T.A. Advance   | Already settled       | 6,500      |
| IIM-K (Expenses to be reimbursed)                            | Since received        | 9,594      |
| TOTAL Rs.  |                       | 156,304    |
| <b>SCHEDULE : VIII : CASH &amp; BANK BALANCES</b>            |                       |            |
| Cash Imprest ( Special ) for Convocation 2000                | Settled on 3.4.2000   | 63,400     |
| Cash Imprest   |                       | 20,000     |
| State Bank of Indore - S.B.A/c                               |                       | 2,892,764  |
| Fixed Deposit  |                       | 45,792,480 |
| TOTAL Rs.  |                       | 48,768,644 |

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INDIAN INSTITUTE OF MANAGEMENT, INDORE  
SCHEDULES FORMING PART OF THE INCOME AND EXPENDITURE A/C  
FOR THE YEAR ENDED 31.3.2000

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| 1998-99<br>Rupees in Lakhs | <b>SCHEDULE : ( A ) : EDUCATIONAL EXPENSES</b> | Year 1999-2000<br>In Rupees |
|----------------------------|--|-----------------------------|
|                            | <b><u>Post Graduate Programme</u></b>          |                             |
|                            | Honorarium                                     | 698,254                     |
|                            | PGP Admissions                                 | 326,239                     |
|                            | PGP Experiential learning                      | 116,532                     |
|                            | PGP Medical                                    | 9,233                       |
|                            | PGP Misc. Expenses                             | 360,546                     |
|                            | PGP Placement expenses                         | 154,987                     |
|                            | Books & Case materials                         | 118,816                     |
|                            | SWAC expenses                                  | 55,022                      |
|                            | Rent for Students hostels                      | 435,362                     |
|                            | PGP Selection                                  | 14,810                      |
|                            | Convocation Expenses - 2000                    | 148,759                     |
|                            | Electricity charges                            | 39,741                      |
| <b>33.71</b>               | <b>Total Rs.</b>                               | <b>2,478,301</b>            |
|                            | <b><u>Salary and Allowances</u></b>            |                             |
|                            | Salary and Allowances                          | 7,350,846                   |
|                            | CPF Contribution                               | 293,505                     |
| <b>38.98</b>               | <b>Total Rs.</b>                               | <b>7,644,351</b>            |
|                            | Rent, Rates & Taxes                            | 453,660                     |
|                            | Less:-HRA &Licence Fee recovered               | 88,205                      |
|                            | <b>Total Rs.</b>                               | <b>365,455</b>              |
|                            | <b><u>Travelling Expenses</u></b>              |                             |
|                            | TA - Board                                     | 436,308                     |
|                            | TA- Foreign travel                             | 13,718                      |
|                            | TA - Others & Miscellaneous                    | 42,972                      |
|                            | TA - Recruitment                               | 412,359                     |
|                            | TA - Seminar/conference                        | 100,134                     |
|                            | TA - staff ,faculty & Director.                | 564,096                     |
|                            | TA - Visiting faculty                          | 755,064                     |
|                            | TA Transfer                                    | 90,537                      |
|                            | TA - Case Research                             | 6,935                       |
| <b>11.32</b>               | <b>Total Rs.</b>                               | <b>2,422,123</b>            |

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INDIAN INSTITUTE OF MANAGEMENT, INDORE  
SCHEDULES FORMING PART OF THE INCOME AND EXPENDITURE A/C  
FOR THE YEAR ENDED 31.3.2000

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| 1998-99<br>Rupees in Lakhs | <u>Supply, Services &amp; Contingencies</u>                               |                  | Year 1999-2000<br>In Rupees |
|----------------------------|---|------------------|-----------------------------|
|                            | Miscellaneous expenses  |                  | 4,016                       |
|                            | Furnishing  |                  | 168,754                     |
|                            | Advertisement   | 1,166,533        |                             |
|                            | Add: - Rectt. Expenses  | 21,646           | 1,188,179                   |
|                            | Internet charges  |                  | 645,444                     |
|                            | Institutional Membership  |                  | 140,219                     |
|                            | Newspapers & Periodicals.   |                  | 27,708                      |
|                            | Training/Seminar/Conference   |                  | 64,500                      |
|                            | Book Binding  |                  | 6,280                       |
|                            | Software & computer maintenance   |                  | 285,478                     |
|                            | Faculty Development   |                  | 28,222                      |
|                            | Services & Contracts(House-keeping,Security & Maintenance of campus etc.) |                  | 1,144,082                   |
|                            | Upgradation of Technology   |                  | 31,500                      |
|                            | Liveries  |                  | 25,914                      |
|                            | Repairs & Maintenance of Buildings  |                  | 2,524,706                   |
| 17.49                      | [ Hostel, Offices etc. ]  | <b>Total Rs.</b> | <b>6,285,002</b>            |
| <b>101.50</b>              | <b>Schedule : (A) GRAND TOTAL Rs.</b>                                     |                  | <b>19,195,232</b>           |
|                            | <b>SCHEDULE : ( B ) : OTHER REVENUE EXPENSES</b>                          |                  |                             |
|                            | Other Revenue Expenses  |                  |                             |
|                            | Honorarium  |                  | 73,000                      |
|                            | Insurance   |                  | 56,119                      |
|                            | Repairs & Maintenance:  |                  |                             |
|                            | Furniture and Equipment   |                  | 122,611                     |
|                            | Vehicles ( inclusive of PoL)  |                  | 130,457                     |
|                            | Water & Electricity   |                  | 1,605,343                   |
|                            | Bank charges  |                  | 3,681                       |
|                            | Office contingencies  |                  | 139,632                     |
|                            | Postage & Telephone expenses  |                  | 944,478                     |
|                            | Printing & Stationery   |                  | 420,541                     |
|                            | Hospitality   |                  | 77,894                      |
|                            | Staff welfare   |                  | 119,018                     |
| 23.70                      |   | <b>Total Rs.</b> | <b>3,692,774</b>            |
| <b>23.70</b>               | <b>SCHEDULE : B : TOTAL Rs.</b>   |                  | <b>3,692,774</b>            |

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